Missouri State Highway Patrol

"Ladies and gentlemen who enforce the law"

Strategic Plan

2022-2027

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The Missouri State Highway Patrol is an equal opportunity employer.

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COLONEL'S MESSAGE

In a free society, policing is the most honorable profession. Since its inception in 1931, The Missouri State Highway Patrol has proudly served the great State of Missouri with dedication and distinction. Originally established to enforce traffic laws and promote safety on the highways, the Patrol's responsibilities have expanded through legislation and Constitutional amendment over the years to include a complex and varied mission set today. The Patrol draws upon decades of experience and a rich tradition of integrity, professionalism, and unwavering adherence to values to provide a full range of service and protection to all people in Missouri.

As an agency rich in custom and tradition, we, the employees of the Missouri State Highway Patrol, honor the legacy of courage and dedication of those who went before by continuing the work they started and fulfilling the expectation of the public to provide outstanding police services in an exemplary manner. In the following pages, you will find the vision, mission, values, and direction of the Missouri State Highway Patrol. In short, we will always provide the highest level of service possible with the utmost in professionalism; we will forever safeguard the freedoms that we all enjoy; and we will strive to make Missouri a safer place to live and visit.

Eric T. Olson, Colonel
Missouri State Highway Patrol

MISSOURI STATE HIGHWAY PATROL DNA

Our Vision

By excelling as a criminal justice leader in the delivery of quality services, the Missouri State Highway Patrol will ensure Missouri is a safe place to live or visit.

Our Mission

The Missouri State Highway Patrol will serve and protect all people by enforcing laws and providing services to ensure a safe and secure environment.

Our Values

The Missouri State Highway Patrol believes public trust and respect must be earned and are essential to attain our vision and accomplish our mission. To maintain public trust and respect, we embrace the following values:

Integrity – Uncompromising principle; honesty; steadfast adherence to a strict ethical code.

Responsibility – Accountability; trustworthiness; use of good judgment.

Respect – Fairness without prejudice; appreciation for diversity.

Professionalism – High standards; dedicated to our mission; unified in purpose.

Compassion – Concern with human welfare; ability to appreciate feelings or emotions of others.

Resourcefulness – Creativity; the ability to be effective in difficult situations.

Character – We are committed to respecting individual dignity in all people and to providing services in a fair, consistent, and impartial manner to the best of our ability. As caring and innovative professionals, the men and women of the Missouri State Highway Patrol will strive to maintain a safe environment through a service orientated organization capable of addressing the most complex challenges that confront us.

Commitment – We are committed to providing services from knowledgeable, capable, and willing employees. We are committed to respecting each employee as an individual and for his or her role in the department. We are committed to maintaining a sense of pride and camaraderie within our department and to having a workplace where employees are supportive of each other and loyal to the values and commitments of the department.

Purpose of the Strategic Plan

To provide direction that will maximize the effectiveness and efficiency of the Missouri State Highway Patrol as a full-service law enforcement agency through dynamic leadership and comprehensive resource and risk management; to ensure continuity of outstanding service into the future; and to provide organizational guidance to subordinate components so they can set operational objectives that will achieve agency goals.

Essential Agency Goals

1. Protect. Effectively and efficiently safeguard life and property.

2. Serve. Provide the full range of police agency services.

3. Sustain. Guarantee continued protection and services by accurate forecasting and timely acquisition of critical resourcing requirements.

AGENCY GOAL 1: PROTECT

SAFEGUARD LIFE AND PROPERTY

STRATEGY 1.1: Improve Traffic Safety
The original and primary purpose of the Missouri State Highway Patrol is to enforce traffic laws and promote safety upon the highways. Traffic safety remains one of our most significant public safety challenges. Every year, motor vehicle crashes generate tremendous personal and economic loss in terms of death, injury, and property damage. By analyzing traffic crash data to determine trends in crash causation factors, the Patrol is committed to providing a more effective, data-driven approach to operational and educational goals.

- **Objectives**

1.1.1: Educate and inform the public regarding traffic safety.

1.1.2: Reduce traffic crashes, injuries, and fatalities on Missouri Highways.

1.1.3: Enforce traffic laws on Missouri Highways.

1.1.4: Provide commercial vehicle safety and hazardous materials regulation enforcement.

STRATEGY 1.2: Improve Waterway Safety
Missouri is home to 14 major lakes accounting for approximately 275,000 surface acres of water, as well as 26 major rivers. These waters enhance our state's beauty and provide great recreational opportunities for residents and visiting tourists alike. The Missouri State Highway Patrol is committed to reducing boating crashes, fatalities, and drownings by enforcing boating safety laws and regulations and offering boating safety education programs.

- **Objectives**

1.2.1: Educate and inform the public regarding waterway safety.

1.2.2: Enforce laws on Missouri waterways.

1.2.3: Reduce watercraft crashes on Missouri waterways.

1.2.4: Reduce drownings and boating injuries on Missouri waterways.

STRATEGY 1.3: Prevent Crimes Against Persons, Property, and Society

Most Missourians are fortunate enough not to be victimized by a crime; however, it is likely we all know someone who has been, or will be, victimized by a criminal act. Fear of crime guides many of our personal decisions − from where to live to whether we let our children play outside. The Missouri State Highway Patrol seeks to minimize the loss of life, property and the economic impact of crime in Missouri through aggressive enforcement initiatives and efficient cooperation and coordination with other law enforcement partners.

❖ **Objectives**

1.3.1: Educate and inform the public regarding crime reporting and prevention.

1.3.2: Maximize law enforcement resources for criminal interdiction and investigation through participation in joint task forces.

1.3.3: Reduce rural crime and livestock theft through aggressive investigation efforts.

1.3.4: Reduce the use of controlled substances through aggressive undercover narcotics investigations.

1.3.5: Reduce child exploitation with initiatives like Interdiction for the Protection of Children (IPC).

STRATEGY 1.4: Prevent and Mitigate Disasters

Missourians are at risk from both natural and man-made disasters. Natural events include such things as tornadoes and severe storms, floods, severe winter weather, drought, fires, heat waves, and earthquakes. Man-made events include such things as dam failures, utility interruptions/failures, fires, nuclear power plant events, hazardous materials events, mass transportation accidents, civil disorder, and acts of terror.

The Missouri State Highway Patrol will strive to reduce the threat and impact of natural and man-made disasters by maintaining a constant state of operational readiness and a highly trained force capable of responding rapidly anywhere in the state.

❖ **Objectives**

1.4.1: Educate and inform the public regarding disaster response and mitigation.

1.4.2: Mitigate the threat and impact of domestic violent extremism through analysis, information sharing, and investigative initiatives.

1.4.3: Strengthen relationships with partner agencies through participation in joint exercises

1.4.4: Maintain a National Incident Management System (NIMS) trained response force.

1.4.5: Maintain a viable Patrol Emergency Operations Plan (PEOP) and the ability to sustain Continuity of Operations (COOP) through validation in joint exercise.

1.4.6: Maintain proficiency in water rescue/recovery operations.

1.4.7: Maintain proficiency in explosive ordnance hazard mitigation and disposal.

Agency Goal 2: SERVE

PROVIDE THE FULL RANGE OF POLICE AGENCY SERVICES

The Missouri State Highway Patrol serves as the central repository for statewide motor vehicle crash reports, alcohol and drug-related traffic offense convictions, and criminal history records. We seek to build public trust and transparency by efficiently managing resources and by being accountable to those we serve.

STRATEGY 2.0 Provide comprehensive law enforcement services.

- **Objectives**

2.0.1: Provide services to the public as required by law, e.g., driver's license testing, motor vehicle inspection program administration, crash investigation, etc.

2.0.2: Provide information services to criminal justice partners as required by law.

2.0.3: Share information and intelligence with criminal justice partners.

2.0.4: Provide forensic and laboratory-related services to criminal justice partners.

2.0.5: Facilitate and provide information management solutions and technology resources for crash investigations, fingerprints, sex offender registry, etc.

2.0.6: Provide training to Patrol personnel and criminal justice partners.

2.0.7: Provide comprehensive gaming licensure, investigative, and enforcement services.

2.0.8: Provide FAA certified pilots and aircraft meeting FAA airworthiness standards to support enforcement efforts.

2.0.9: Provide and maintain a safe, effective and reliable automotive and watercraft fleet to supplement enforcement efforts.

Agency Goal 3: SUSTAIN

SUSTAIN PROTECTION AND SERVICES

It is imperative that the Missouri State Highway Patrol provide future continuity in service and protection. We will continually refine our approach, methods, and processes to meet emerging needs and changing expectations through dynamic leadership and the responsible management of resources.

STRATEGY 3.1 Identify infrastructure and capital improvement project needs.

- **Objectives**

3.1.1 Routinely assess building infrastructure, space, and equipment needs in order to provide exceptional law enforcement, protection and services beyond the current budget cycle.

3.1.2 Initiate capital improvement funding requests for both maintenance and repair and new construction projects in a timely manner.

STRATEGY 3.2 Provide a quality, trained workforce to ensure continuity of operations into the future.

- **Objectives**

3.2.1: Recruit, hire, develop, and retain the best employees while maintaining our commitment to a safe, diverse, and inclusive workplace.

3.2.2: Train, develop, and promote qualified employees; infuse the Patrol with leaders who will enhance organizational agility and responsiveness to current and emerging challenges.

3.2.3 Forecast personnel and staffing needs based upon population projections, reactive service requirements, workload assessments, retirement projections, turnover rates, etc.

3.2.4: Seek appropriate workforce authorization levels consistent with analysis projections.

STRATEGY 3.3 Minimize risk to Patrol personnel to enhance mission accomplishment.

- **Objectives**

3.3.1: Components identify conditions that would likely inhibit their ability to perform efficiently and effectively.

3.3.2: Develop cost-effective solutions to correct those conditions and mitigate risk.

STRATEGIC PLANNING COMMITTEE MEMBERS

MEMBER	ASSIGNMENT
Major Scott A. Shipers	Ex Officio Member Commander, Executive Services Bureau
Lieutenant Ken Robinson	Committee Chairman Assistant Director, Research and Development Division
Captain Joseph L. Armistead	Director, Training Division
Captain Brent J. Drummond	Director, Patrol Records Division
Mr. Brian K. Hoey	Director, Crime Laboratory Division
Captain Norman A. Murphy	Captain, Field Operations Bureau
Captain Michael A. Petlansky	Director, Water Patrol Division
Lieutenant Ethan P. Ahern	Assistant Director, Division of Drug and Crime Control
Lieutenant Michael A. Halford	Lieutenant, Field Operations Bureau
Lieutenant Scott M. Lance	Assistant Director, Missouri Information Analysis Center
Ms. Valerie L. Hampton	Assistant Director, Criminal Justice Information Services Division
Mr. Jeffrey D. Reece	Assistant Director, Criminal Justice Information Services Division
Lieutenant Leslie D. Thurston	Assistant Director, Human Resources Division
Mr. Robert K. MacKenzie	SAC Director, Research and Development Division
Mr. Bradley W. Coffey	Section Chief, Communications Division
Master Sergeant David L. Fouch	Zone Sergeant, Troop F